



## Analysis of Employee Performance at the Bahu Subdistrict Office: Study on Aspects of Quality, Quantity, Timeliness, Effectiveness and Work Independence

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### Abstract

The sub-district government is a work unit that directly serves the community. The inability of employees to carry out each work program is a reflection of their achievements, performance and service. This research was conducted to determine the performance of employees at the Bahu Village Office, Malalayang District, Manado City. The research design used is qualitative. The research findings show that the performance of employees in the Shoulder sub-district office is generally good in terms of work quality, work quantity, effectiveness, punctuality and work independence. This success cannot be separated from the quality of the employees and the system that has been developed through applicable regulations, the leadership style of the sub-district head and the work culture that has been developed in the Bahu sub-district office. There were also several complaints about employee discipline that still needed to be improved. Therefore, training is needed to increase the capability of officers in serving the community and mastering information technology. In order to increase the quantity of work by employees, it is recommended to create applications for community service. To optimize service time, it is necessary to increase work discipline and to measure performance through monthly or quarterly reports by superiors to sub-district employees so that employee work independence can be seen.

## Introduction

Human resources are an important asset for companies in facing global competition. Having human resources who have high productivity and performance is the dream of an organization. In order to realize the quality of human resources, it is necessary to have a human resource development program in the form of providing job training, job promotions, providing incentives, awards and career development. Every organization/agency, both government and company, has goals to be achieved in the future, in order to realize the goals of each agency, one of the factors is employee performance. Before discussing employee performance further, it is necessary to understand that performance is not a characteristic of a person, whether talent or ability, but rather a manifestation of these talents and abilities.

Individuals who have high performance have several characteristics, namely: (a) achievement oriented, (b) have high self-confidence (c) self-control, and (d) competence. Performance appraisal aims to assess how well employees have carried out their work and what they must do to be better in the future. In measuring individual performance results, it must be based on clear and written standard guidelines. This is based on the fact that performance has components of competence, qualifications and productivity results, so performance is very dependent on the level of personal capacity of each employee in supporting organizational goals (Umam, 2012).

Every leader of the agency must pay more attention to employee performance because employee performance greatly influences the overall performance of the agency. Apart from that, you must also pay attention to the level of employee satisfaction in carrying out their work. In order to create an effective work system, each agency in carrying out its duties takes action to perfect work procedures and has an effect on improving the performance of the employees themselves. Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission and vision of an organization as stated in an organization's strategic planning. To produce optimal performance in an agency, it can be measured from the results of the work that has been done compared to the standards set by government agencies, because the success of an organization is influenced by employee performance.

Employee performance looks at the extent to which employees can carry out the tasks ordered to them well in accordance with planning, so as to obtain satisfactory results (Umam, 2012). In order to improve employee performance, employees are needed who can carry out their work effectively and efficiently. This has implications for efforts to save time in carrying out their duties, as well as improving work discipline, especially in carrying out work in accordance with applicable rules and regulations.

In an effort to achieve better performance, employees are needed who have a good work ethic, are disciplined and are accountable in all their work activities. Thus, good performance places more emphasis on the behavior of each employee in supporting the successful implementation of tasks, because employee performance will influence the performance of the institution (Anggara, 2016). Employee performance is said to increase and become more qualified if individuals in the organization succeed in achieving work standards that have been set by the organization and are used as a reference for determining individual success at work. Employee performance in question is the result of employee work which is reflected in how to plan and carry out all tasks whose intensity is based on work ethic, as well as employee professionalism in the work process (Nasition & Sinaga, 2014).

The government has a tough task in facing the era of globalization which is full of challenges and opportunities, so innovation is needed to improve the quality of public services so that the image of government services that are slow, complicated and less than friendly can be erased. In implementing service principles to meet the needs and satisfaction of service recipients, it is based on Law Number 25 of 2009 concerning Public Services, Presidential Regulation Number 97 of 2014 concerning the Implementation of One-Stop Integrated Services, Decree of the Minister for Empowerment of State Apparatus Number 63/KEP/M. PAN/7/2003 concerning General Guidelines for the Implementation of Public Services.

The Bahu Village Office is an agency that operates in the field of community services in meeting population administration needs. The Bahu Subdistrict Government as a government unit that provides services to the community is required to be able to work professionally in providing services and in carrying out routine daily activities. The number of employees at the Bahu Village Office consists of 9 people. The Bahu Village Head Office has 3 service areas, the first: the cleanliness management section, the second: the Governance and Order section and the third: the PMK and public services section.

The main task of the Bahu Village Office is to serve the community, especially the people in Bahu Village. The vision and mission of the Bahu District Office is to support and advance existing government programs and provide excellent service to the community.

From the researcher's observations, there are several obstacles that often occur at the Bahu Village Office, especially in the field of public services, such as the lack of quality of employee

performance, this is reflected in services that are complicated, in-efficient, slow, unfriendly and unclear completion times and unclear service costs are proof that the quality of services provided by government officials is still low and public services are not yet of high quality. Furthermore, from this picture it can be seen that services in the Shoulder Subdistrict are not yet effective where the existing resources in the Subdistrict Office such as human resources, facilities and infrastructure should have supported it. a public service that is both effective and efficient. Likewise, the independence of employees who do not yet appear to be able to work individually can be seen from the frequent delays in existing work resulting in delays in completion of work and services. In carrying out work in each field of service, performance is very necessary because with employee performance, the main task in carrying out this work is that the implementation of the duties of each field in the Bahu Village Office can be carried out and run well.

## **Methods**

This research will be carried out at the Bahu Village Office, Malalayang District, Manado City. This research took place from October to November 2023. This research uses a qualitative descriptive approach (Sugiyono, 2013; Nazir 2013; Arifin, 2015; Moleong (2007). The focus of this research is based on Robbins' (2016) opinion regarding performance indicators as a tool to measure the extent of employee performance achievements, namely work quality, performance quantity, timeliness, performance effectiveness, performance independence. Data sources in this research consist of primary data sources obtained from observation and interviews as well as secondary data sources through searching related documents with a research focus. The informants for this research are the Village Head, the Village Head Secretary and the General Public. This research uses qualitative data analysis techniques (Arikunto, 2013; Sugiyono, 2013), namely editing, data classification. The data has been processed using the steps as above, then critical conclusions are drawn from specific matters to obtain objective general conclusions. The conclusions are then verified by looking back at the data reduction results so that the conclusions drawn do not deviate from the research problem.

## **Results and Discussion**

Bahu Village is located in Malalayang District, Manado City. The implementation of government is carried out based on applicable regulations through the control of the Manado City Government. Informant J.P. Bahu Village Community The quality of human resources has an influence on employee performance (Pratasik, et al, 2023). Kairupan, et al (2021) explain that satisfactory performance will become an asset and selling point for agencies and organizations where employees are valuable human resources who can help achieve goals. Noya, et al (2021) explain that providing training to improve abilities (skills) is one way to improve employee performance. Syahputra, et al (2021) found that limited quality of human resources will interfere with performance achievement. Nawawi (2006) interprets performance as something that is achieved, demonstrated achievement or work ability. Performance is also said to be high if a target can be completed at the right time or does not exceed the time limit provided.

Etymologically, performance comes from the word work performance (performance) and by Anwar Prabu (2013) employee performance is work performance or work results, both quality and quantity, achieved by human resources within a period of time to carry out the work duties and responsibilities given to them. Mathis and Jackson (2012) argue that: "Performance is basically what employees do or do not do. Employee performance is what influences how much they contribute to the organization, which includes, among other things, quantity of output,

quality of output, time period of output, attendance at work, and cooperative attitude. Based on the definition of performance from several opinions above, it can be concluded that performance is a comparison of the work results achieved by employees with predetermined standards. Performance can generally be understood as the amount of contribution an employee makes to the progress and development of the institution where he or she works. Thus, more intensive and optimal performance is needed from the organization in order to optimize the areas of work they carry out. The performance of an organization is very important, because with performance the level of achievement of results will be visible so that it will be known how far the tasks that have been accomplished through the tasks and authority given can be carried out in a real and maximum way. Organizational performance that has been implemented to a certain level of achievement should be in accordance with the mission that has been set as the basis for carrying out the tasks at hand. Thus, performance is the level of achievement of results.

In carrying out the government's duties in the field of governance and development, the government is required to be able to carry out its duties in accordance with applicable regulations and legislation so that it is effective and efficient in accordance with the legal basis for carrying out its duties. These include the 1945 Constitution, Law 23 of 2014, regional regulations, and other laws and regulations in order to maximize the success of government performance. Various efforts have been made to improve and increase the quality of services, implementation of duties, improvements to planning and implementation. to monitoring activities. This is implemented in various areas of government along with community involvement in criticizing government tasks in this reform era. In this research, researchers discuss research results based on the opinion of Robbins (2016) that performance indicators are a tool for measuring the extent of employee performance achievements. The following are several performance indicators, namely:

### **Performance Quality**

Service quality is an approach to running a business that tries to maximize an organization's competitiveness through continuous improvement or products, workforce, processes and the environment. A marketing work strategy that focuses on customers, guaranteed satisfaction, teamwork and employee empowerment is needed. (Tjiptono, 2006). Assessing the quality of public services is very necessary for service users, including the level of difficulty or convenience regarding the characteristics of the services provided. The scope and method of measuring performance indicators determines whether a public organization can be said to be successful or not, so that the accuracy of measurement such as the manner and method of collecting data to measure performance also greatly determines the final assessment of performance. Performance measurement is a management tool to improve the quality of decision making and accountability.

Based on the service principles as stipulated in Me.PAN Decree Number: 15 of 2014, which were then developed into 14 elements that are "relevant, valid and reliable. In the Bahu sub-district, Malalayang District, from the results of research, namely interviews with informants regarding the quality of service itself, if seen from the indicators of service quality, it is already good, this is due to the availability of human resources and supporting facilities, this makes the service good and the sub-district office is adequate. , where the sub-district office itself is fixed and permanently used by the sub-district government. From the informants' statements, on average the informants were satisfied with the employee's performance and felt that the quality of service was good. The quality of an agency's work is certainly inseparable from the importance of the employees' ability to carry out their main duties and functions. The quality

of work shown by the Ahu District Office employees shows the good abilities possessed by the employees. Apart from that, the system that is built also influences the quality of the organization and employees. With good management from the leadership, the performance of employees and institutions becomes better and more consistent. From these results regarding the quality of human resources in Bahu Village, this is in accordance with previous research by Pratasik, (2023), namely that the quality of human resources has a positive and significant effect on employee performance. There is a connection between this research and the research that researchers have researched.

### **Performance Quantity**

Work quantity is how long an employee works in one day. This work quantity can be seen from the work speed of each employee. In the current era of autonomy, regional government organizations/agencies, especially sub-districts which are directly related to community services, are required to have a high commitment to carrying out one of their very important functions, namely the affairs or functions of community service. The function of serving the community must receive attention from sub-district employees considering that they are servants of the community and are required to provide the best service to the community. In this way, sub-districts are expected to be able to utilize human resources and all existing potential with an approach to democratization, community empowerment and public services.

From the results of interviews with informants regarding the quantity aspect, the informants, especially sub-district employees and sub-district heads, said that the quantity of work is dynamic and relative depending on circumstances. Every day the employees carry out tasks given by the village head, but the amount and duration of work given is uncertain, sometimes they only stay in the office for a few hours and the rest are outside the office. Service is part of administration therefore, for more details it will be explained in a theory, and one of the important aspects in carrying out government functions is serving the community from various activities related to the government, for this reason the government forms an administrative and bureaucratic system starting from the highest level of government down to the lowest level of government. This is intended to provide more optimal services for the entire community and its function as a community service.

According to Mangkunegara (2013), work quantity is how long an employee works in one day. This work quantity can be seen from the work speed of each employee. From this understanding, the researcher analyzed that the quantity of work cannot be separated from the quality of work where the quality of work can also be seen from the employee's ability to complete his work. These results are in accordance with previous research from Syahputra, et al (2021) where employee performance is said to increase and get better if individuals in the organization succeed in achieving work standards that have been set by the organization and are used as a reference for determining individual success at work. In carrying out work, employees in the sub-district have time standards and quality standards. From the research results it can be seen that employees are able to complete things well. Even though there are still employees who are not disciplined with their time, they can complete their work quickly and meet standards in terms of work quantity.

### **Punctuality**

Timeliness is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities. Punctuality. It is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities. Meanwhile, Robbins said that (2006) timeliness is the level of activity completed at

the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities. In this case, timeliness in completing all forms of business or work assigned to employees includes waiting time and the time for the task to be completed according to the predetermined time. The waiting time referred to here is the time used by the public to wait for services provided by employees so that people who have needs are immediately served, meanwhile the task processing time includes all forms of employee activity in providing services or carrying out assigned tasks until they are completed.

Based on the results of the research conducted, it can be said that all employees at the Bahu Village Office in providing services have been able to work and complete their work in accordance with the predetermined time standards, which include service time up to the completion time of the work assigned to them. Even though employees have been able to work effectively and efficiently and are able to provide services according to the specified time, they still need further improvement. This can be done by updating the process and flow of good services so that people in taking care of something they need no longer go through convoluted processes and complicated flows.

The results of this research can be linked to previous research, namely from Kairupan, et al (2021) regarding punctuality indicators where punctuality influences employee performance in carrying out their work. By optimizing the time provided to do their work, employee and organizational performance can increase. Punctuality is the level of employee activity in completing all forms of tasks and responsibilities in accordance with the stated time, seen from the perspective of coordinating with output results and maximizing the time available for other activities. And punctuality in completing all work activities or tasks is an obligation for all employees at the Bahu Village Office so that public trust is maintained. Timeliness, in the sense that the implementation of services must be completed exactly at the specified time.

### **Performance Effectiveness**

A government or private agency always tries to ensure that the employees involved in it can achieve work effectiveness. The success of an organization in achieving its goals begins with the success of each employee concerned. Effectiveness is a basic element in achieving a predetermined goal or target in every organization. Effectiveness can be said to be effective if the goals or objectives that have been determined previously are achieved. According to Steers (1985) effectiveness is usually used to measure the extent to which a group or organization is effective in achieving a goal. Meanwhile, work effectiveness is the level to which a person or group carries out its main tasks to achieve the desired targets. The term effectiveness is often used in organizational or corporate environments to describe whether or not the targets chosen by the company are appropriate. This effectiveness can be seen from the benefits or advantages of something chosen for the benefit of the organization.

From the research results, it was concluded that in terms of effectiveness, the performance of Bahu Village Office employees was in the effective category. Where employees are considered capable of completing the work given to them by superiors and the community in accordance with applicable SOPs. Work effectiveness has a very important role as a way of completing tasks and responsibilities at work. With work effectiveness, employees can ensure the understanding of work implementers by adjusting their tasks to achieve effective and efficient work. In terms of services at the Bahu Village Office, there are Service Standard Components related to the service delivery process. This is based on applicable regulations, namely referring to Manado Mayor Regulation Number 6 of 2013 concerning the Implementation of public services in the City of Manado and Manado Mayor Regulation Number 65 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures for Manado

City Subdistricts and Subdistricts Type A. The work effectiveness of Bahu subdistrict employees is considered successful and good, this cannot be separated from the level of community satisfaction with what the employees get and see. From previous research, this is in accordance with research by Noya, et al (2021) that employee alertness in providing services and employee ability in carrying out their duties can increase the work effectiveness of the organization.

The effectiveness of this organization is shown to achieve organizational goals in accordance with the predetermined time, this is in line with what was stated by H. Emerson, quoted by Soewarno Handayaningrat (Soewarno Handayaningrat, 1982) "effectiveness is a measurement in the sense of achieving the goals and objectives that have been set." determined." Meanwhile, T. Hani Handoko "effectiveness is the ability to choose the right goals or the right equipment to achieve the goals that have been set. In other words, an effective employee can choose the work to be done or the right method (way) to achieve goals. By mastering the situation and work methods by sub-district employees, every job can be completed effectively.

### **Performance Independence**

Work independence is a very important thing that needs attention from the leadership of the organization, so that the desired goals are achieved. Work independence is a reflection of personal attitudes or group attitudes towards work and collaboration. If workers appear to be happy, optimistic about activities and tasks, and friendly with each other, then the employee is said to have high work morale. This work spirit needs to be known by company leaders or managers because it is important for the success of a business. It is said to be important for success in a company because work morale influences productivity and work performance among employees. Work independence is a person's desire and sincerity to do their work well and with discipline to achieve maximum work performance. (Hasibuan, 2009).

In carrying out work activities, employees will not be separated from their loyalty and work attitude, so that these employees will always carry out their work well. Employees feel deep pleasure in the work they do. Utomo (Tommy et al., 2010) Loyalty can be said to be a person's loyalty to something which is not just physical loyalty, but rather non-physical loyalty such as thoughts and attention. The loyalty of employees in an organization is absolutely necessary for the success of the organization itself. According to Reichheld, the higher the loyalty of employees in an organization, the easier it is for the organization to achieve organizational goals that have been previously set by the owner of the organization. Vice versa, for organizations whose employee loyalty is low, it becomes increasingly difficult for the organization to achieve its organizational goals that have been previously set by the organization's owners.

From the results of interviews with the Bahu Village Head informants, it can be seen that employee independence can be said to be good, this is reflected in the loyalty and work attitudes shown by subordinates towards their superiors. This work attitude is reflected in the orders given and the ability to carry them out on time according to requests. So far, according to informants, employees have always given their best at work, even though each employee has unique abilities and is different from one another. Education and age factors greatly influence the work independence of Shoulder subdistrict employees.

Employee independence in providing services to the community is a very important thing for every employee, especially government employees who have a main role in administering government. Employee independence is the level of an employee who will be able to carry out

their work functions independently, not depend on other people, be able to take responsibility and be able to differentiate between right and wrong (Robbins 2006).

The independence of employees in carrying out the tasks and responsibilities they carry out is influenced by the level of quality of the employee himself, whether in carrying out his functions he can work alone or expect help from other employees. Employee independence can be seen from the work enthusiasm shown in carrying out their functions without any coercion from other parties. This can be seen from the personal quality of employees who are able to motivate themselves to provide services to the community without interference from other parties, so that it can grow employee self-confidence. the.

Based on the results of interviews conducted by the author, most of the employees at the Bahu Village Office are able to work independently, although there are still employees who are not able to work alone due to certain factors and a lack of understanding in the process of operating existing facilities such as computers. Examined from previous research regarding employee work independence in supporting performance. This can be seen in research from Muhammad Reza Syahputra, Isnaini and Adam in 2021 with the title "Employee Performance Analysis at the District Head Office. Where independence can be seen from the employee's level of discipline at work, there is an influence on the performance of the employee given the task. Employees who have work independence will still carry out their duties by showing discipline both when coming to and leaving work. The relationship between humans and the organizations they form is nothing other than providing internal facilities and an organizational climate to achieve the desired targets. If each individual in the organization has a high commitment to completing work, this condition will help increase effectiveness which ultimately contributes to achieving group effectiveness and overall organizational effectiveness.

Employees who are able to work independently can provide good service because they do not require a long time to complete their work. And it does not interfere with the activities of other employees who have different duties so that services to the community can run well without any obstacles or long processes so that community affairs can be completed on time as determined. Employees at the Bahu Village Office are required to work independently in accordance with the main tasks and functions of each field but must also be able to carry out the tasks given to them in accordance with the leadership's direction. To support employee independence, it is necessary to improve the quality of employees themselves by providing formal and informal education such as training courses and activities that are able to encourage employees' ability to carry out their functions well so that they can produce quality employees who are able to realize the goals they want to achieve. by the organization where he works in government administration.

## **Conclusion**

Based on the results of the research and discussion presented in the previous chapter, the researcher concluded that the performance of employees in the Shoulder sub-district office is generally good using Robbins' 5 performance indicators, namely work quality, work quantity, effectiveness, timeliness and work independence which can be seen specifically. that the quality of work shown by Bahu sub-district employees, Malalayang District, shows good results, where the community is satisfied with the performance of Bahu sub-district employees, despite several complaints about employee discipline which still needs to be improved. This success cannot be separated from the quality of the employees and the system that has been developed through applicable regulations, the leadership style of the sub-district head and the work culture that has been developed in the Bahu sub-district office. This concludes that

employee performance in terms of work quality is good. In terms of the quantity of work done by Bahu sub-district office employees, in terms of administrative services, it is quite a lot considering that the Bahu sub-district area is an area for higher education institutions as well as a business and shop area, making Bahu sub-district one of the most densely populated areas in Manado City. With these consequences, administrative services have also improved, especially from domicile certificates which are often requested by local residents, especially those studying and working in Manado City. The quantity aspect is one of the aspects that determines whether employee performance is good or not. In this study, the quantity of work of Bahu sub-district employees was good.

Timeliness in providing services by Bahu sub-district employees can be said to be quite good, this is based on the statements of the informants, but timeliness is a relative matter depending on the availability of the necessary requirements and also the resources available at that time. The good punctuality shown by Bahu sub-district employees makes employee performance indicators increase and is one of the grounds for being said to be good in overall performance. From the aspect of work effectiveness shown by Bahu sub-district employees in serving the community in this research, it can be said to be good and effective, where every job given by their superior, namely the Village Head, can be completed well. Bahu sub-district employees demonstrate effective work skills by completing work well and in accordance with established standards. Work independence is an important aspect in a community service organization, considering that state civil servants are not like employees of private companies, but in this case the work independence shown by Bahu sub-district employees is quite good. They can work with or without a leader in the office.

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